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**COMPENSATION MANAGEMENT ON EMPLOYEE JOB
SATISFACTION AT CIMB CALL CENTRE IN KUALA
LUMPUR**



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Human
Resource Management**

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ABSTRACT

Compensation management is the process that provides monetary value to employees. This includes base salary, performance bonuses, health insurance and retirement plans. The aims of this study are to know the compensation management on employee job satisfaction at CIMB call centre in Kuala Lumpur. Besides that, the researcher would like to determine the factors by which gives an important impact towards their job's satisfaction such as compensation policy design, awareness of compensation packages, compensation packages and management and communication. The objectives of this study is to determine the level of job satisfaction among employee at CIMB call centre in Kuala Lumpur, to determine the relationship between compensation policy design and job satisfaction among employee at CIMB call centre in Kuala Lumpur, to determine the relationship between awareness of compensation package and job satisfaction among employee at CIMB call centre in Kuala Lumpur, to determine the relationship between compensation package and job satisfaction among employee at CIMB call centre in Kuala Lumpur, to determine the relationship between Management and Communication and job satisfaction among employees at CIMB call centre in Kuala Lumpur and to determine the effect of compensation management on employee job satisfaction among employees at CIMB call centre in Kuala Lumpur. About 156 of call centre employees involved in this study. This finding of research discovered that all independent variables have significant relationship and affect the job satisfaction.

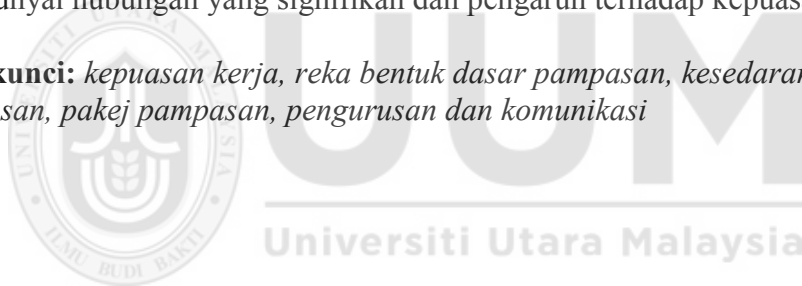
Keywords: *job satisfaction, compensation policy design, awareness of compensation package, compensation package, management and communication*



ABSTRAK

Pengurusan pampasan adalah proses yang memberikan nilai kewangan kepada pekerja. Ini termasuk gaji asas, bonus prestasi, insurans kesihatan dan rancangan persaraan. Tujuan kajian ini adalah untuk mengetahui pengurusan pampasan mengenai kepuasan kerja pekerja di pusat panggilan CIMB di Kuala Lumpur. Di samping itu, penyelidik juga ingin menentukan faktor-faktor yang memberikan kesan penting terhadap kepuasan kerja mereka seperti reka bentuk dasar pampasan, kesedaran mengenai pakej pampasan, pakej pampasan dan pengurusan dan komunikasi. Objektif kajian ini adalah untuk menentukan tahap kepuasan kerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur, untuk menentukan hubungan antara reka bentuk dasar pampasan dan kepuasan kerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur, untuk menentukan hubungan antara kesedaran pakej pampasan dan kepuasan kerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur, untuk menentukan hubungan pakej pampasan dan kepuasan kerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur, untuk menentukan hubungan antara Pengurusan dan Komunikasi dan kepuasan kerja di kalangan pekerja di Pusat panggilan CIMB di Kuala Lumpur dan untuk menentukan kesan pengurusan Pampasan terhadap kepuasan kerja pekerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur. Kira-kira 156 pekerja pusat panggilan yang terlibat dalam kajian ini. Dapatkan kajian ini mendapati bahawa semua pembolehubah bebas mempunyai hubungan yang signifikan dan pengaruh terhadap kepuasan pekerja.

Kata kunci: *kepuasan kerja, reka bentuk dasar pampasan, kesedaran pakej pampasan, pakej pampasan, pengurusan dan komunikasi*



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TABLE OF CONTENTS

	Page
PERMISSION TO USE	iii
ABSTRACT	iv
“ABSTRAK”	v
ACKNOWLEDGEMENT	vi
TABLE OF CONTENT	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF APPENDICES	xii
LIST OF ABBREVIATIONS	xiii
Chapter 1 INTRODUCTION	1
1.1 Introduction	1
1.2 Background of Study	1
1.3 Problem Statement	3
1.4 Research Questions	5
1.5 Research Objective	5
1.6 Scope of Study	6
1.7 Significance of the study	6
1.8 Organization of the Thesis	7
Chapter 2 LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Job Satisfaction	9
2.3 Compensation Policy Design	11
2.4 The Relationship Between Compensation Policy Design and Job Satisfaction	12
2.5 Awareness of Compensation Package	14
2.6 The Relationship Between Awareness of Compensation Package and Job Satisfaction	15
2.7 Compensation Package	16
2.7.1. Direct Compensation	16
2.7.2. Indirect Compensation	17
2.8 The Relationship between Compensation Package and Job Satisfaction	19
2.9 Management and Communication	20
2.10 The Relationship Between Management and Communication and Job Satisfaction	21
2.11 Summary	23
Chapter 3 METHODOLOGY	24
3.1 Introduction	24
3.2 Conceptual Framework	24
3.3 Hypothesis	25
3.4 Research Design	25
3.4.1 Type of Study	25

3.4.2	Data Analysis	25
3.4.3	Statistical Base	26
3.4.4	Source of Data	26
3.4.4.1	The Primary Data	26
3.4.4.2	The Secondary Data	27
3.4.5	Population Frame	27
3.4.6	Sampling Method	28
3.5	Operational Definition	28
3.6	Measurement	29
3.6.1	Questionnaire Structure	29
3.6.2	Questionnaire Design	29
3.6.3	Pilot Study	30
3.7	Data Collection and Administration	31
3.8	Data Analysis Techniques	31
3.8.1	Descriptive Analysis	31
3.8.2	Reliability Test	32
3.8.3	Mean Analysis	32
3.8.4	Inferential Analysis	33
3.8.4.1	Pearson Correlation Analysis	33
3.8.4.2	Multiple Regression	33
3.9	Summary	34
Chapter 4	RESULTS AND DISCUSSION	35
4.1	Introduction	35
4.2	Data Processing	35
4.3	Scale of Measurement	39
4.3.1	Reliability Test	39
4.3.2	Validity Test	40
4.4	Testing the Research Data	41
4.4.1	Normality Test	41
4.5	Descriptive Analysis	42
4.5.1	Demographic Variables	42
4.5.2	Mean's Test	44
4.6	Inferential Analysis (Hypothesis Testing)	46
4.6.1	Use of Pearson Correlation	46
4.6.2	Use of Multiple Regression	50
4.7	Summary	52
Chapter 5	CONCLUSION AND RECOMMENDATION	54
5.1	Introduction	54
5.2	Recapitalization of the Study	54
5.3	Discussion of Key Findings	55
5.3.1	Job Satisfaction Level	55
5.3.2	Relationship between Compensation Policy Design and Job Satisfaction among employees at CIMB call center in Kuala Lumpur	56
5.3.3	Relationship between Awareness of Compensation Package and Job Satisfaction among employees at CIMB call center in Kuala Lumpur	57

5.3.4 Relationship between Compensation Package and Job Satisfaction among employees at CIMB call center in Kuala Lumpur	57
5.3.5 Relationship between Management and Communication and Job Satisfaction among employees at CIMB call center in Kuala Lumpur	58
5.3.6 Significant effect on Job Satisfaction	58
5.4 Implication of Study	60
5.4.1 Managerial Implication	60
5.4.1.1 Employer	60
5.4.1.2 HR Management	61
5.5 Limitation	62
5.6 Conclusion	62
5.7 Future Research Recommendations	63
REFERENCES	64
APPENDICES	68



LIST OF TABLES

Table 3.1	CIMB branch in Kuala Lumpur	28
Table 3.2	Structure of variables in questionnaire	30
Table 3.3	Reliability analysis for pilot test	31
Table 3.4	Reliability that adapted from Mahlangu and Kruger	32
Table 3.5	(2015)	32
Table 3.6	Mean score that adapted from Izham <i>et al</i> , 2016	33
	The coefficient range that adapted Mahlangu and Kruger (2015)	
Table 4.1	Variables Coding	35
Table 4.2	Re-coded Variables	38
Table 4.3	Cronbach Alpha Value for Pilot and Main Study	40
Table 4.4	Result of Skewness and Kurtosis for Every Variable	41
Table 4.5	Summary of All Demographical Factors	42
Table 4.6	Mean, Median, Mode and Cut Off Points for Level of Job Satisfaction	45
Table 4.7	Mean Score That Adapted from Izham <i>et al</i> , (2016)	45
Table 4.8	The Result of Pearson Correlations Analysis	47
Table 4.9	Correlation between Compensation Policy Design and Job Satisfaction	47
Table 4.10	Correlation between Awareness of Compensation packages and job satisfaction	48
Table 4.11	Correlation between Awareness of Compensation packages and job satisfaction	49
Table 4.12	Correlation between Management and Communication and Job Satisfaction	49
Table 4.13	Summary of R Values	50
Table 4.14	Analysis of Variance (ANOVA)	50
Table 4.15	Multiple Regression Analysis	51
Table 4.16	Summary of the Hypotheses Results	52

LIST OF FIGURES

Figure 1.1	New Hire by Age Group of CIMB Malaysia in the Period 2016-2017.	2
Figure 1.2	Employee Turnover Rate of CIMB Malaysia by Age Group and Gender	4
Figure 2.1	Herzberg's Motivator Hygiene Theory	11
Figure 3.1	Research framework on effect of compensation management on employee job satisfaction	24



LIST OF APPENDICES

Appendix A	Questionnaire	68
Appendix B	Demographic Analysis	74
Appendix C	Description Analysis	76
Appendix D	Reliability Test	79
Appendix E	Mean Test	89
Appendix F	Pearson Correlation Analysis	90
Appendix G	Regression Analysis	91



LIST OF ABBREVIATIONS

SHRM	Society Human Resource Management
CPD	Compensation Policy Design
ACP	Awareness of Compensation Packages
CP	Compensation Packages
CM	Communication and Management
SPSS	Statistical Package for the Social Sciences Software
IVs	Independent Variables
DV	Dependent Variables
HR	Human Resource
CIMB	Commerce International Merchant Bankers Berhad
EPF	Employees Provident Fund
SOCSSO	Social Security Organization
JS	Job Satisfaction
SPM	Sijil Pelajaran Malaysia



CHAPTER 1: INTRODUCTION

1.1 Introduction

This paper investigates the compensation management on employee job satisfaction at CIMB Call Centre in Kuala Lumpur. The background of the study, problem statement, research question, objectives, the scope of the study, significant of study and the thesis coordination are discussed in this chapter.

1.2 Background of study

In a banking sector, call centre employees play a vital role in serving their customers. The quality of service that they can offer depends entirely in their employees capability to handle every possible problem. They are the front runner and the representative to the bank. In order to achieve quality services, the employees first needed to have high job satisfaction provided by their employers. In the world, the fact proved that high level of job satisfaction has positive behaviour works (Nazir *et al.*, 2013). Thus, employees with high level of job satisfaction will demonstrate positive attitudes in their work.

In the current days, majorities of the employee are coming from Gen Y and X generation. Their needs are different compared to the past generation. Research done by Society of Human Resource Management reported that there is a slight difference in job satisfaction's contributions and engagements between these generations (Gurchiek, 2016). It is because Gen Y and Gen X employees believed that compensation is the main factor for job satisfaction (Miller, 2016). Gen Y employees are actively planning their career development because they are more knowledgeable

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%26D)_Manager/Salary

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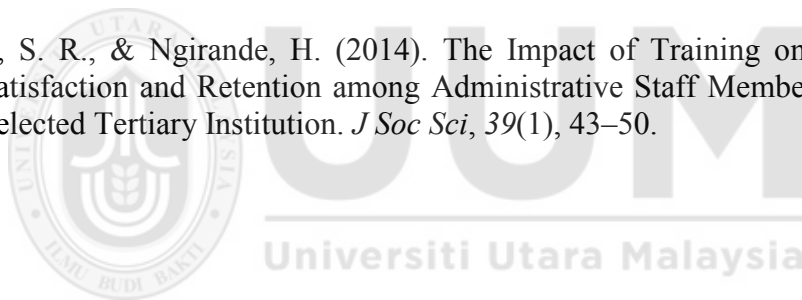
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APPENDIX A- QUESTIONNAIRE

EFFECTS OF COMPENSATION MANAGEMENT ON EMPLOYEE JOB SATISFACTION WITHIN CALL CENTRE DEPARTMENT AT CIMB BRANCHES IN KUALA LUMPUR

I am Nur Afiqqah Binti Mohamad Eskandar student from Northern University of Malaysia (UUM) Master in Science Human Resource Management are conducting a survey on Effect of Compensation Management on Employee Job Satisfaction Among Call Centre Department At CIMB, Kuala Lumpur. This questionnaire was adopting by Larbi (2014) and be adapt in this questionnaire. I believe that your participation in this study will contribute to the findings of our study. It will take you about 10 minutes to complete the questionnaire. We are really interested your feedback and participation of the topic. Please complete the questionnaire and return back to us. We really hope that you will complete the questionnaire at your earliest convenience. All responses are confidential and will be used only for this study. Any report of the data will be aggregated and will not identify the respondent. If you have any question about this study, we will most happy to clarify. We thank you for your cooperation and wish you all the best.

Nur Afiqqah binti Mohamad Eskandar

Othman Yeop Abdullah Graduate School of Business

University Utara Malaysia, Kuala Lumpur

Lecturer:

Dr Jasmani Binti Mohd Yunus

Part A: Personal Profile

Please kindly answer all question and tick (/) the appropriate box.

1. Gender

Male ()

Female ()

2. Nationality

Yes ()

No ()

3. Races

Indian ()

Malay ()

Chinese ()

Others ()

4. Age

18-28 years old ()

39-48 years old ()

29-38 years old ()

48 years old and above ()

5. Level of Education

SPM ()

Degree ()

Certificate ()

Others ()

6. Income

Below RM 1000 ()

RM 2001- RM 3000 ()

RM 1000-RM 2000 ()

RM 3001- Above ()

7. Marital Status

Single ()

Single Parent ()

Married ()

8. Length of Service

Less than 1 Year ()

1-5 years ()

5-10 year ()

Above 10 Years ()

9. Which CIMB branch you work

Kampung Kerinchi ()

Bangsar ()

Jalan Melaka ()

Bukit Tunku ()

10. Distance of your home to work place

Less than 2 Kilometre ()

2-4 Kilometre ()

4-10 Kilometre ()

Above 10 Kilometre ()

PART B: SECTION 2: Importance of compensation management on employees' Job Satisfaction

2.1 The level of Job Satisfaction of employee

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); **2** = Disagree (D); **3** = Neutral (N); **4** = Agree (A); and

5 = Strongly Agree (SA)

NO	STATEMENT	SCORING				
		SD	D	N	A	SA
1.	My work gives me a feeling of personal accomplishment					
2.	I like the kind of work I do					
3.	The people I work with cooperate to get the job done					
4.	I am satisfied with the recognition that company reward for doing an excellent job					
5.	I am satisfied with the opportunity to get a better job in the company					
6.	I am satisfied with the information that receive from the management on what going on in the company					

2.3 Employees' opinion on how effective compensation policy design influences employee Job Satisfaction.

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); **2** = Disagree (D); **3** = Neutral (N); **4** = Agree (A); and **5** = Strongly Agree (SA)

NO	STATEMENT	SCORING				
		SD	D	N	A	SA
	A well-designed compensation policy and its effective management and implementation has an effect on employee Job Satisfaction in the following ways:					
11.	Motivates employees to perform better					
12.	Improves employee punctuality to work and reduces employee absenteeism					
13.	Improves employee willingness to do extra work and go the extra mile					
14.	Makes employees committed to the organization and therefore commitment to work increases					
15.	Increases employees' readiness to learn new skills and preparedness to transfer skills onto the job					
16.	Creates a healthy environment for work and improves the health (soundness) of employees					
17.	Creates very good working relationship between management and employees to improve employee satisfaction					
18.	Makes employees feel appreciated and they give their best					
19.	Attracts and motivates qualified personnel to work better					
20.	Rewards hardworking employees to sustain high performance					

PART C: SECTION 3: Employees awareness of compensation packages and satisfaction with management of compensation packages in policy manuals.

3.1 To what extent do you agree with the following statements as they apply and as listed below?

1: To little extent; **2:** To less extent; **3:** Neutral **4:** To some extent **5:** To a great extent

NO	STATEMENT	SCORING				
Awareness of Compensation Packages		1	2	3	4	5
1.	I am aware of the compensation policy of the CIMB Berhad in the conditions of service manual					
2.	I am aware of how the compensation packages are administered					

3.2 To what extent are you satisfied with the compensation packages?

Please tick appropriately as follows?

1: To little extent; **2:** To less extent; **3:** Neutral; **4:** To some extent; **5:** To a great extent;

NO	STATEMENT	SCORING				
		1	2	3	4	5
1.	Vehicle maintenance allowance					
2.	Extra duty allowance					
3.	Free recreation					
4.	Provident fund					
5.	Retirement Benefit Package					
6.	Fuel Allowance					
7.	Rent Allowance					
8.	Career Development Opportunity					
9.	Pension Scheme					
10.	Vacation Leave					
11.	Study Leave					
12.	Free Medical Services					
13.	Free Medical Insurance					
14.	Regularity of Promotion					
15.	Car & Motor Cycle Loan					
16.	Long Service Awards					
17.	Free Training Workshops					
18.	Maternity Leave					
19.	Sick Leave					
20.	Free accommodation					
21.	Free transportation					

3.4 The management of Compensation:

To what extent do you agree with the following statements as they apply and as listed below? Kindly indicate according to the rating as follows:

1: To little extent; **2:** To less extent; **3:** Neutral; **4:** To some extent; **5:** To a great extent

Management and Communication		1	2	3	4	5
1.	The packages of compensation are managed well					
2.	Employees receive adequate notice and information on any changes that will affect their compensation packages					
3.	Compensation is managed to ensure that all employees receive equal compensation for the same kind of work					
4.	My colleague in another department with the same qualification receives more compensation than I do					
5.	The managers of compensation packages are well trained to do so					
6.	Communication of issues concerning compensation is generally good in the organization					
7.	Every detail of available Compensation packages is well communicated to the employees					
8.	Employees are well informed and involved in the formulation, discussion and implementation of policies concerning compensation					
9.	I do not know what is going on as far as compensation is concerned in this organization					
10.	The compensation packages are well defined and explained to employees					

-THANK YOU-

APPENDIX B – DEMOGRAPHIC ANALYSIS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	74	47.4	47.4	47.4
	Female	82	52.6	52.6	100.0
	Total	156	100.0	100.0	

Races

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Indian	25	16.0	16.0	16.0
	Malay	105	67.3	67.3	83.3
	Chinese	21	13.5	13.5	96.8
	Others	5	3.2	3.2	100.0
	Total	156	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28 Years old	64	41.0	41.0	41.0
	29-38 Years Old	75	48.1	48.1	89.1
	39-48 Years Old	14	9.0	9.0	98.1
	48 Years old and above	3	1.9	1.9	100.0
	Total	156	100.0	100.0	

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	1	.6	.6	.6
	Diploma	8	5.1	5.1	5.8
	Degree	112	71.8	71.8	77.6
	Master	35	22.4	22.4	100.0
	Total	156	100.0	100.0	

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1000-RM 2000	3	1.9	1.9	1.9
	RM 2001-RM 3000	66	42.3	42.3	44.2
	RM3001-Above	87	55.8	55.8	100.0
	Total	156	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	80	51.3	51.3	51.3
	Married	75	48.1	48.1	99.4
	Single Parent	1	.6	.6	100.0
	Total	156	100.0	100.0	

Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	23	14.7	14.7	14.7
	1-5 years	78	50.0	50.0	64.7
	6-10 years	43	27.6	27.6	92.3
	Above 10 Years	12	7.7	7.7	100.0
	Total	156	100.0	100.0	

Which CIMB Branch you work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kampung Kerinchi	76	48.7	48.7	48.7
	Jalan Melaka	13	8.3	8.3	57.1
	Bangsar	57	36.5	36.5	93.6
	Bukit Tunku	10	6.4	6.4	100.0
	Total	156	100.0	100.0	

Distance of your home to work place

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 Kilometre	23	14.7	14.7	14.7
	2-4 Kilometre	41	26.3	26.3	41.0
	5-10 kilometre	42	26.9	26.9	67.9
	Above 10 Kilometre	50	32.1	32.1	100.0
	Total	156	100.0	100.0	

APPENDIX C – DESCRIPTION ANALYSIS

Demographic Profile

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	156	1	2	1.53	.501
Nationality	156	1	1	1.00	.000
Races	156	1	4	2.04	.651
Age	156	1	4	1.72	.708
Level of Education	156	1	4	3.16	.527
Income	156	2	4	3.54	.537
Marital Status	156	1	3	1.49	.514
Length of Service	156	1	4	2.28	.810
Which CIMB Branch you work	156	1	4	2.01	1.056
Distance of your home to work place	156	1	4	2.76	1.060
Valid N (listwise)	156				

Dependent Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS1	156	1	5	2.19	1.010
JS2	156	1	4	2.13	.958
JS3	156	1	5	2.12	.894
JS4	156	1	5	2.40	1.129
JS5	156	1	5	2.35	1.118
JS6	156	1	5	2.21	1.033
Valid N (listwise)	156				

Independent Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS1	156	1	2	1.24	.431
JS2	156	1	2	1.14	.349
JS3	156	1	2	1.22	.419
JS4	156	1	2	1.44	.497
JS5	156	1	2	1.58	.496
CPD1	156	1	5	1.89	.906
CPD2	156	1	4	1.96	.830
CPD3	156	1	5	2.05	.914
CPD4	156	1	4	2.04	.882
CPD5	156	1	5	1.98	.815
CPD6	156	1	5	2.07	.971
CPD7	156	1	5	1.96	1.018
CPD8	156	1	5	2.04	.970
CPD 9	156	1	5	1.96	.963
CPD10	156	1	5	1.96	.983
ACP1	156	1	5	3.83	.942
ACP2	156	1	5	3.83	.998
CP1	156	0	5	.81	1.424
CP2	156	0	5	2.57	1.836
CP3	156	0	5	.19	.866
CP4	156	0	5	.72	1.506
CP5	156	0	5	1.46	1.885
CP6	156	0	5	.44	1.160
CP7	156	0	5	.24	.946
CP8	156	0	5	1.20	1.721
CP9	156	0	5	.66	1.452
CP10	156	0	5	.72	1.457
CP11	156	0	5	.49	1.298
CP12	156	0	5	3.19	1.903
CP13	156	0	5	2.92	2.035
CP14	156	0	5	.39	1.216
CP15	156	0	5	1.60	1.784
CP16	156	0	5	.54	1.355
CP17	156	0	5	1.26	1.931
CP18	156	0	5	2.72	1.964
CP19	156	0	5	3.74	1.386
CP20	156	0	5	.29	1.084
CP21	156	0	5	.22	.972
MC1	156	1	5	3.71	.923
MC2	156	1	5	3.65	.841

MC3	156	1	5	3.48	.940
MC4	156	1	5	3.18	1.032
MC5	156	1	5	3.28	1.064
MC6	156	1	5	3.26	1.010
MC7	156	1	5	3.23	1.059
MC8	156	1	5	3.30	.999
MC9	156	1	5	3.16	1.038
MC10	156	1	5	3.51	.919
Valid N (listwise)	156				



APPENDIX D – RELIABILITY ANALYSIS

Job Satisfaction

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.844	.847	6

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.935	6

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
JS1	2.87	.819	30
JS2	2.90	.712	30
JS3	2.43	.728	30
JS4	3.27	1.015	30
JS5	3.10	1.062	30
JS6	2.90	.960	30

Item Statistics (Main Study)

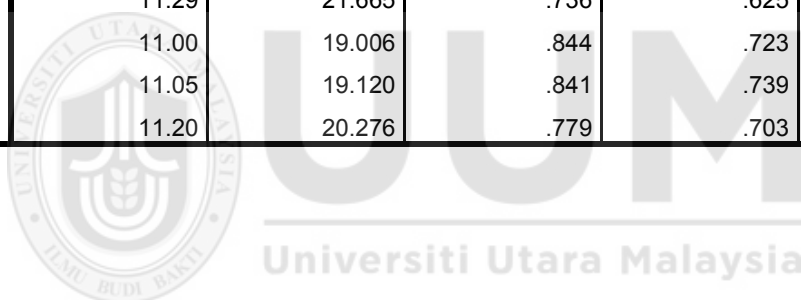
	Mean	Std. Deviation	N
JS1	2.19	1.010	156
JS2	2.13	.958	156
JS3	2.12	.894	156
JS4	2.40	1.129	156
JS5	2.35	1.118	156
JS6	2.21	1.033	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JS1	14.60	12.041	.599	.396	.823
JS2	14.57	12.323	.658	.499	.816
JS3	15.03	13.068	.479	.339	.843
JS4	14.20	10.303	.735	.622	.794
JS5	14.37	10.792	.602	.465	.826
JS6	14.57	10.737	.710	.617	.800

Item-Total Statistics (Main Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JS1	11.21	20.297	.799	.651	.923
JS2	11.27	20.327	.851	.743	.917
JS3	11.29	21.665	.736	.625	.931
JS4	11.00	19.006	.844	.723	.918
JS5	11.05	19.120	.841	.739	.918
JS6	11.20	20.276	.779	.703	.926



Compensation Policy Design

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.940	10

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.953	.953	10

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
CPD1	2.27	.868	30
CPD2	2.10	.803	30
CPD3	2.40	.932	30
CPD4	2.60	.894	30
CPD5	2.20	.805	30
CPD6	2.27	1.015	30
CPD7	2.40	1.070	30
CPD8	2.37	1.189	30
CPD9	2.27	1.015	30
CPD10	2.37	1.033	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
CPD1	1.89	.906	156
CPD2	1.96	.830	156
CPD3	2.05	.914	156
CPD4	2.04	.882	156
CPD5	1.98	.815	156
CPD6	2.07	.971	156
CPD7	1.96	1.018	156
CPD8	2.04	.970	156
CPD9	1.96	.963	156
CPD10	1.96	.983	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CPD1	20.97	50.861	.753	.773	.934
CPD2	21.13	53.154	.610	.733	.940
CPD3	20.83	50.144	.752	.764	.934
CPD4	20.63	51.344	.687	.677	.937
CPD5	21.03	52.309	.686	.638	.937
CPD6	20.97	49.757	.709	.627	.936
CPD7	20.83	47.109	.864	.851	.928
CPD8	20.87	47.361	.744	.795	.935
CPD9	20.97	47.826	.861	.930	.928
CPD10	20.87	47.085	.902	.954	.926

Item-Total Statistics (Main Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CPD1	18.02	49.735	.772	.632	.949
CPD2	17.96	50.533	.780	.711	.949
CPD3	17.86	49.219	.808	.747	.947
CPD4	17.87	49.872	.784	.677	.949
CPD5	17.93	50.827	.768	.621	.949
CPD6	17.84	48.987	.771	.652	.949
CPD7	17.96	47.811	.822	.717	.947
CPD8	17.87	48.512	.812	.737	.947
CPD9	17.95	48.488	.820	.766	.947
CPD10	17.95	47.959	.844	.747	.946

Awareness of Compensation Packages

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.838	.846	2

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.925	2

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
ACP1	3.30	.837	30
ACP2	3.23	1.006	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
ACP1	3.83	.942	156
ACP2	3.83	.998	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ACP1	3.23	1.013	.733	.537	.
ACP2	3.30	.700	.733	.537	.

Item-Total Statistics (Main Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ACP1	3.83	.996	.861	.741	.
ACP2	3.83	.888	.861	.741	.

Compensation Packages

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.952	.955	21

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.890	21

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
CP1	.90	1.583	30
CP2	2.47	1.756	30
CP3	.77	1.478	30
CP4	1.03	1.691	30
CP5	1.70	1.896	30
CP6	.70	1.343	30
CP7	.93	1.507	30
CP8	1.27	1.660	30
CP9	1.57	1.906	30
CP10	1.37	1.608	30
CP11	1.17	1.599	30
CP12	2.60	1.886	30
CP13	2.37	2.025	30
CP14	1.00	1.702	30
CP15	2.10	1.900	30
CP16	1.00	1.742	30
CP17	1.70	1.841	30
CP18	3.03	1.474	30
CP19	3.07	1.363	30
CP20	1.17	1.704	30
CP21	1.00	1.661	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
CP1	1.51	1.044	156
CP2	2.85	1.464	156
CP3	1.14	.657	156
CP4	.72	1.506	156
CP5	1.46	1.885	156
CP6	.44	1.160	156
CP7	.24	.946	156
CP8	1.20	1.721	156
CP9	.66	1.452	156
CP10	.72	1.457	156
CP11	.49	1.298	156
CP12	3.19	1.903	156
CP13	2.92	2.035	156
CP14	.39	1.216	156
CP15	1.60	1.784	156
CP16	.54	1.355	156
CP17	1.26	1.931	156
CP18	2.72	1.964	156
CP19	3.74	1.386	156
CP20	.29	1.084	156
CP21	.22	.972	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CP1	32.00	576.621	.863	.972	.947
CP2	30.43	599.771	.487	.773	.953
CP3	32.13	577.223	.919	.970	.947
CP4	31.87	586.740	.673	.910	.950
CP5	31.20	581.338	.654	.878	.950
CP6	32.20	581.614	.946	.987	.947
CP7	31.97	581.826	.834	.862	.948
CP8	31.63	584.171	.720	.952	.949
CP9	31.33	573.540	.740	.924	.949
CP10	31.53	598.947	.549	.781	.952
CP11	31.73	588.961	.685	.878	.950
CP12	30.30	589.390	.565	.811	.952
CP13	30.53	595.016	.461	.761	.954
CP14	31.90	569.610	.889	.934	.947
CP15	30.80	595.545	.491	.795	.953

CP16	31.90	567.541	.893	.978	.947
CP17	31.20	599.131	.468	.784	.953
CP18	29.87	602.671	.551	.879	.951
CP19	29.83	610.282	.484	.843	.952
CP20	31.73	577.582	.784	.974	.948
CP21	31.90	572.162	.878	.960	.947

Item-Total Statistics (Main Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CP1	26.79	230.994	.594	.467	.846
CP2	25.46	238.146	.236	.193	.857
CP3	27.16	235.400	.749	.814	.847
CP4	27.58	229.341	.424	.291	.850
CP5	26.84	221.064	.469	.356	.848
CP6	27.86	225.838	.681	.682	.842
CP7	28.06	229.061	.733	.843	.843
CP8	27.10	223.370	.478	.371	.847
CP9	27.64	227.638	.483	.452	.847
CP10	27.58	226.594	.506	.427	.847
CP11	27.81	231.133	.459	.461	.849
CP12	25.12	229.638	.306	.396	.856
CP13	25.38	233.400	.215	.452	.862
CP14	27.91	223.437	.716	.776	.841
CP15	26.71	228.325	.360	.269	.853
CP16	27.76	223.179	.640	.744	.842
CP17	27.04	223.431	.412	.297	.851
CP18	25.58	237.174	.164	.111	.863
CP19	24.56	240.003	.210	.403	.857
CP20	28.01	227.664	.676	.845	.843
CP21	28.08	229.419	.698	.843	.844

Management and Communication

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.882	10

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.898	10

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
MC1	3.30	.837	30
MC2	3.33	.711	30
MC3	3.00	.871	30
MC4	3.07	1.015	30
MC5	3.03	.850	30
MC6	3.00	.788	30
MC7	3.00	.830	30
MC8	3.23	1.040	30
MC9	3.03	.928	30
MC10	3.17	.950	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
MC1	3.71	.923	156
MC2	3.65	.841	156
MC3	3.48	.940	156
MC4	3.18	1.032	156
MC5	3.28	1.064	156
MC6	3.26	1.010	156
MC7	3.23	1.059	156
MC8	3.30	.999	156
MC9	3.16	1.038	156
MC10	3.51	.919	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MC1	27.87	31.499	.560	.514	.869
MC2	27.83	33.109	.469	.514	.875
MC3	28.17	30.006	.701	.782	.858
MC4	28.10	33.059	.288	.518	.892
MC5	28.13	29.637	.766	.741	.854
MC6	28.17	30.557	.721	.662	.858
MC7	28.17	29.730	.777	.763	.853
MC8	27.93	28.271	.733	.676	.855
MC9	28.13	32.326	.404	.429	.881
MC10	28.00	29.310	.704	.609	.857

Item-Total Statistics (Main Study)

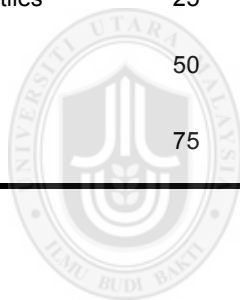
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MC1	30.06	42.132	.599	.596	.889
MC2	30.12	42.121	.672	.617	.885
MC3	30.29	41.174	.672	.565	.884
MC4	30.59	43.637	.401	.311	.902
MC5	30.49	39.129	.744	.736	.879
MC6	30.51	39.426	.766	.783	.877
MC7	30.54	38.689	.786	.751	.875
MC8	30.47	40.754	.659	.598	.885
MC9	30.61	43.298	.424	.450	.901
MC10	30.26	40.669	.738	.679	.880

APPENDIX E – MEAN TEST

Statistics

JobSatisfactionOfEmployees

N	Valid	156
	Missing	0
Mean		3.766
Median		4.00
Mode		3.00
Std. Deviation		1.827
Minimum		1.00
Maximum		5.00
Percentiles	25	3.00
	50	4.00
	75	5.00



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APPENDIX F – PEARSON CORRELATION ANALYSIS

Correlations					
	JS	CPD	ACP	CP	MC
JS	1	.509**	.572**	-.248**	.428**
		.000	.000	.002	.000
	156	156	156	156	156
CPD	.509**	1	-.424**	-.265**	-.338**
	.000		.000	.001	.000
	156	156	156	156	156
ACP	.572**	-.424**	1	.233**	.412**
	.000	.000		.003	.000
	156	156	156	156	156
CP	-.248**	-.265**	.233**	1	.399**
	.002	.001	.003		.000
	156	156	156	156	156
MC	.428**	-.338**	.412**	.399**	1
	.000	.000	.000	.000	
	156	156	156	156	156

** . Correlation is significant at the 0.01 level (2-tailed).

APPENDIX G – REGRESSION ANALYSIS

Descriptive Statistics

	Mean	Std. Deviation	N
JS	13.4038	5.34703	156
CPD	19.9103	7.77288	156
ACP	7.6603	1.87168	156
CP	26.3718	16.34673	156
MC	33.7692	7.08278	156

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1942.945	4	485.736	29.473	.000 ^b
	Residual	2488.613	151	16.481		
	Total	4431.558	155			

a. Dependent Variable: JobSatisfactionOfEmployees

b. Predictors: (Constant), ManagementAndCommunication, EffectiveManagementAndImplementation, CompensarionPakagesNew, AwarenessOfPackages

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.145	2.520		8.787	.000
	CPD	.198	.048	.288	4.156	.000
	APC	-1.077	.203	-.377	-5.308	.000
	CP	-.005	.022	-.016	-.243	.808
	MC	-.127	.054	-.169	-2.343	.020

a. Dependent Variable: JobSatisfactionOfEmployees

Model Summary for R Values

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.662 ^a	.438	.424	4.05967	.438	29.473	4	151	.000

a. Predictors: (Constant), ManagementAndCommunication, EffectiveManagementAndImplementation, CompensarionPackagesNew, AwarenessOfPackages

